

LEADERSHIP BITES TAKEAWAY



THE 3 HORIZONS MODEL - SESSION 3

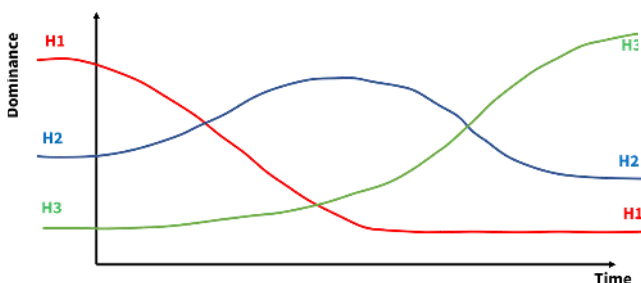
Whet your appetite:

The focus for our third leadership Bites is The Three Horizons Model.

When thinking about the complexities and challenges in our roles, how do you figure out where you are, where you want to be and how to get there? How do you redesign the plane whilst flying it? This model offers an introduction to vision and the importance of having to consider the now, the future and that messy bit in-between.

The model can be used as both a strategic tool and a practice, on your own or in a group. It offers structure and flexibility to help you intentionally think and plan for the longer term, to envision and navigate towards a transformative future. As a practice, it encourages continuous learning, adaptation and the cultivation of a perspective that can tune in to all three horizons.

The 3 Horizons Model:



This model helps teams to think and plan longer term instead of missing opportunities and risks and making decisions that don't stand the test of time. The vertical axis shows how dominant each Horizon is over time, shown on the horizontal axis. Horizon 1 (red) is the dominant way of doing things now, but over time this will become less common as improvements are made. It is difficult to imagine a new way of doing things when in H1 as what you are doing seems to work well. Horizon 3 (green) will become the dominant way of doing things in a future context. Often these things seem odd, weird or just irrelevant as they are not common and may not be the best way in the current context. Horizon 2 (blue) is the messy bit in the middle – as you transition from one to the other. Important to remember that this isn't a static picture. What was once Horizon 3 will eventually become Horizon 1, with something different being necessary for what is now the future.

“Vision is the art of seeing what is invisible to others.”

*Jonathan Swift
Irish satirist and author*

Watch the recording:



For reflection:

Using the model as your basis:

- Think of a change which is happening at work
- Does the three horizons model apply to the change?
- What might you see emerging in the future horizon?
- Which of the 3 horizons are you most comfortable in and why?

What next:

- Consider what could be a Horizon 1 (H1) that you are in at the moment - is there a H3? Could you identify what it is or could be?
- How comfortable are you with H2 situations? Do you look to support others or focus on surviving or coping yourself?
- What one action do you wish to take to help build upon this?

Explore More:

Watch: [Three Horizons Framework - The Three Voices - YouTube](#)

Read: [Three Horizons Toolkit - this link is mentioned in session recording](#)

View: [Slides from the session](#) as a pdf.